



**Developmental, Capable
and Ethical State**

Making
GOVERNANCE
work

7TH EDITION



THOUGHTS FROM THE DIVISIONAL HEAD

This year we decided to do a special "Christmas edition" for our newsletter filled with lovely tidbits to celebrate the holiday season.

It has by no means been an easy year. Many of us thought we would be out of the devastating grip of the pandemic by now, but we have encountered the virulent Omicron variant against a backdrop of low vaccination rates (only 30% of the adult population fully vaccinated with either J&J or Pfizer). As we wait for our turn for a booster shot and argue over vaccine mandates and 'passports', we are now facing the possibility of a devastating fourth wave. Almost two years of working from

home is taking its toll on many of us, but we are a resilient bunch with a passion for what we do to contribute to the public good.

But it's never all bad news. DCES swept the media with our work on the 2021 municipal elections, completed a very important project for the Open Society Foundation on municipal skills and capacity and completed the 5th round of our COVID-19 democracy survey in partnership with the Centre for Social Change at the University of Johannesburg. But that's not all! We have welcomed several DSI/HSRC interns to the team and Cathy Maida into the business development unit. We also welcome back Nicola Kruyshaar after 5 years away, while Tshepiso Kekana is on pregnancy leave.

DCES had our Strategic planning session in November over two days. We were joined at our planning session by our Acting CEO Prof Leickness Simbayi and Dr Ian Goldman who shared with us the importance of research 'entrepreneurship'. We still have so much to learn!

Enjoy this seventh edition of the newsletter and a special thanks goes to Ithuteng Sekaledi, Antonio Erasmus and Andrea Teagle for making this a beautiful testimony to our work and life in DCES.





Contents



<u>04</u>	UP CLOSE AND PERSONAL WITH MOREMI NKOSI
<u>06</u>	HSRC ELECTION SURVEY: VOTERS POSITIVE BUTTURNS OUT REFLECTS POLITICAL DISILLUSIONMENT
<u>10</u>	HEATING UP: A PARTNERSHIP TO DEVELOP A CITIZENS ENVIRONMENTAL AWARENESS INDEX
<u>10</u>	PROF HOPE MAGIDIMISHA-CHIPUNGU - AN INCREDIBLE ALUMNUS OF OUR PROGRAMME
<u>11</u>	DCES IS PROUD TO ANNOUNCE & WELCOME OUR PHD INTERNS TANJA AND NKOSINGIPHILE
<u>11</u>	CONGRATULATIONS AND WELCOME TO THE DCES TEAM TO OUR DSI-HSRC INTERNS
<u>13</u>	WELCOME TO NICOLA AND CATHERINE
<u>13</u>	THE OPEN SOCIETY FOUNDATION SOUTH AFRICA (OSF-SA)
<u>15</u>	THE DIVISIONAL EXECUTIVE AT THE THIRD EURASIAN WOMEN'S FORUM
<u>16</u>	WE HAD MADHATTER'S FUN AT OUR STRATEGIC PLANNING



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ITHUTENG UP CLOSE AND PERSONAL MOREMI NKOSI



Tell me about where you grew up and what your family life was like.

I was born and raised primarily in Lusaka, Zambia. My mother was an executive secretary and my father an accountant, both for parastatal companies. I grew up in a very small, closely-knit family with only an older sibling. I got to experience many parts of Zambia due to my father being posted all over the country.

How did your parents influence you?

I always hold two core values from both my parents – hard work and the importance of education. From an early age, my father was very particular about regularly telling us how education would open doors for us and that we could live our dreams if we did well at school. They both never liked it much, nor tolerated it, if we missed school for any flimsy reason. I still live by these lessons today.

Where did you go to school?

I did my secondary school at St Andrew's High School in a town called Ndola. I then studied accountancy at the Zambian Institute of Management in Lusaka, after which I went to the University of Zambia to study Economics and Development Studies. I undertook postgraduate studies in the field of Health Economics and Health Management at the University of Cape Town.

Who have been your strongest influences in life?

My parents, and my brother. In all things professional and personal. My maternal grandmother remains a strong influence too. She was a principled, sturdy, hardworking and expressive matriarch with great advice.

What led you to your career?

Am I allowed to say fate? But honestly speaking it was fate: I never thought I would have an interest in the field of public health, let alone health economics. I actually wanted to be a lawyer of sorts. But through a chance encounter with one of my undergraduate lecturers, Dr Felix Masiye, I got to do some work on a 'willingness to pay' study and the rest is history.

What was your first impression of the HSRC?

I had the opportunity to work with some people within the HSRC in my previous roles at other organisations. First impressions? A big behemoth of an organisation, with a plethora of cutting edge research programmes focusing on government and social policy priorities. That was my impression thirteen years ago and I think it still holds true today.

What's your first memory of working here?

I started working at the HSRC during the pandemic so I have little memory of "working here" per say. I have primarily worked from home and met many of my team colleagues virtually.

What has surprised you most about working at HSRC?

I would not necessarily say anything has surprised me. However, the diversity of its staff – their professional backgrounds mainly – as well as the scope of projects on the go provide great opportunities for expanding one's area of expertise.

When your friends/family find out that you work for the HSRC, what do they say or ask?

"That's a good organisation to be at, now it's time for you to get that PhD." It really is like a mantra response from both family and friends. So I guess I better get on it!

How would friends and acquaintances describe you?

I have no clue on this one! Collegial I would hope, and a good team player when required. But that would be best answered by them, right?

What might (someone) be surprised to know about you?

I ride a motorbike, and I have lots of tattoos. People's eyes always widen, some even frown, when they discover this. I still cannot understand why.

What are you most proud of accomplishing?

Being alive these days is itself a major accomplishment. I have had two very bad episodes of COVID-19 in the space of a year. Thanks to my partner for her support in getting through that, and to my family for being there. And yes, I am vaccinated.

What would you do differently if you had a chance?

Nothing. One cannot live life with regrets. The path I followed and decisions I have made on that journey were necessary and appropriate for the time and place. I would not be the person I am today if I changed anything – I am content where I am.

Describe a scene of your vision for the future.

A future where the population has access to quality, affordable and sustainable healthcare based on the principle of universal health coverage would be a definite utopia and an obvious game changer for many.

What would you tell someone who is thinking about being a researcher?

"Phambili, ngena wena!" Research is an exciting field, and has diverse opportunities to lead projects you are passionate about, and at the same time be part of teams that allow you to harness new skills and expertise.

If you weren't a researcher, what would you be doing instead, or what would your life be like?

I would be a farmer. I like the idea of self-sustenance and I love being with animals.

What do you do when you aren't working?

I do not think the life of a researcher has a "when you aren't working" vibe! But the trick is to leave the laptop at home whenever possible. So in my spare time I take my motorbike out and ride into the sunset (and the rain sometimes!). I enjoy watching soccer (Kaizer Chiefs, Manchester United and Real Madrid), and I read some non-fiction books too. I also find cooking for the family a pleasurable and mind-clearing activity.





HSRC ELECTION SURVEY: VOTERS POSITIVE BUT TURNOUT REFLECTS POLITICAL DISILLUSIONMENT

Andrea Teagle, a science writer in the HSRC's Impact Centre



Voters' experiences of the 2021 local government elections were overwhelmingly positive, according to the Human Sciences Research Council's Election Satisfaction Survey. However, this is only half the story. Most of South Africa's voting-age population was not available to participate in the survey, as they did not turn out to vote. The record low voter turnout reflects widespread political disillusionment among the voting-age public, says the HSRC's Dr Benjamin Roberts and Prof Narnia Bohler-Muller. Andrea Teagle reports.

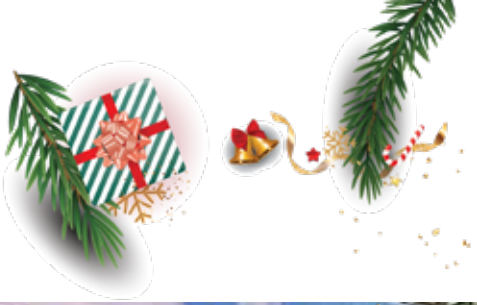
The voting public is overwhelmingly confident that the 2021 local government elections were both free and fair, according to the Election Satisfaction Survey. Conducted by the Human Sciences Research Council (HSRC), the survey involved a random sample of 300 voting stations countrywide, with more than 12 000 voters interviewed across the country over the course of Election Day. This large-scale survey, therefore, captured a representative sample of the voting population, enabling us to understand and convey the voices of voters.

Of the sampled voters, 9 in 10 indicated that they trusted or strongly trusted the Electoral Commission of South Africa (IEC) in general, while only 7% were neutral, 2% were distrustful, and 1% were uncertain. This is good news for the IEC's management of the elections, said the HSRC's Dr Benjamin Roberts, who was involved in the survey.

Although the IEC remains one of the most trusted institutions in the country, other HSRC survey research has highlighted declining trust in political institutions among the general population over the past two decades.

The views of the voters, as captured by the survey, need to be compared with the views of the non-voters, Roberts said. “There is where we find significant levels of discontent with democracy, general disillusionment with the political system in the country and core institutions [including the IEC] by extension.” These dynamics are especially important given the growing share of the voting-age population that are turning away from electoral participation.





POSITIVE VOTING EXPERIENCES

On 1 November, 12 million people turned out to vote at 23000 voting stations around the country. Those who made their mark made up 45.79% of the approximately 26.2 million South Africans who were registered to vote, which is approximately 30% of the voting age population of just over 40 million. This is the lowest turn-out since 1994.

However, among those who did vote, experiences were generally positive. The survey indicated that voting stations were accessible and waiting times generally short: 68% of voters reached their voting stations in less than 15 minutes, and 77% of voters waited less than 15 minutes in the queue before voting. Only 3% of voters travelled for over an hour to reach their voting stations, and only 7% reported having waited in a queue for more than 60 minutes, Roberts said.

Almost all sampled voters (96%) voiced general satisfaction with the quality of services that electoral staff provided, with 3% having expressed a neutral position and 1% dissatisfied. Public perception indicated that special needs were generally accounted for, with voters having reported satisfactory consideration of the elderly (91%), persons with disabilities (85%), the partially sighted and blind (76%), and pregnant women (77%).

More than 8 in 10 (84%) of voters were completely confident or very confident that their vote would be accurately counted, said Roberts. Reports of coercion were also uncommon: 2.5% reported that someone tried to force them to vote for a particular party or independent candidate outside a voting station; and 0.5% said this occurred inside a voting station.

Differences in provincial results were small, and voters in all provinces remained unequivocally supportive of the operational efficiency of the elections, said Roberts.





DECLINING TRUST IN DEMOCRACY

The positive voter evaluations point to the continued integrity of elections in the country, Roberts said. However, the low voter turnout points to disillusionment with democracy beyond the credibility of the electoral process.

Planned abstention is not about operational issues, said Roberts, referring to findings of the Voter Participation Survey, a pre-election survey conducted by the HSRC on behalf of the IEC, in the months leading up to the election to gauge the political mood and electoral predispositions of the voting age public. “Just shy of 80% [of those surveyed] refer to aspects of disillusionment as the primary motivators for not wanting to turn in.”

“Some of our other research is pointing to a very disturbing decline in trust in democracy and public institutions supporting democracy in South Africa, as well as a decline in trust in political parties and politicians, said the HSRC’s Professor Narnia Bohler-Muller. “And, of course, democracy isn’t about voting only; it’s about public participation. This...could be one of the reasons why we had a relatively low turnout.”

The COVID-19 pandemic is another likely contributor to the low voter turnout. The vaccination rate among voters was 68%, according to the survey, a figure that is appreciably higher than the national vaccination rate. This indicates that those who had not been vaccinated were less likely to turn out - possibly due to a fear of contracting or spreading the virus. HSRC research conducted jointly with the University of Johannesburg has also found a clear association between vaccine hesitancy and lack of trust in government. Thus, for some, political disillusionment might have driven both the decision not to get vaccinated and the decision not to vote. Surveying by the HSRC in June showed that the unvaccinated showed a lower intention to vote in the 2021 elections. Among voters, 92% were convinced that the IEC had done enough to mitigate the spread of COVID-19 at the voting stations.

In response to the suggestion that low voter turnout may have been a result of a long weekend, Roberts noted that having voting day occur on a weekend or holiday was a strong preference of the voting public (66%). It is, therefore, not clear whether this would have had a net positive or negative effect on turnout.

What about conditions on the day, such as the heavy rains experienced in the Cape? While this may have had some impact, it is likely to be relatively small: The Election Satisfaction Survey found that only a small proportion (4%) of voters decided on Election Day whether to vote. The majority (62%) decided whether to vote more than six months beforehand, a fifth (18%) decided between 1 and 6 months beforehand, and 15% decided during the previous month. Although those sitting on the fence might have been more swayed by conditions on the day, political disillusionment, including a diminished sense of the civic duty to vote and scepticism about the difference that one’s vote would make, is still likely to have been the main factor behind the low turnout.

Those that voted displayed a resolute conviction that they would turn out and cast their vote regardless, Roberts said.

The HSRC will release a detailed analysis of the weighted results at a later stage.

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HEATING UP: A PARTNERSHIP TO DEVELOP A CITIZENS ENVIRONMENTAL AWARENESS INDEX (CEAI)

The DCES SASAS team has been collaborating with the Department of Forestry, Fisheries and the Environment (DFFE) over the past two years, sharing new insights on SASAS environmental attitudes data, and planning future research engagement. A resulting partnership between the HSRC, the Council for Scientific and Industrial Research (CSIR), and the Department is focusing on the development of a biennial Citizens Environmental Awareness Index (CEAI).

The CEAI was proposed as a Medium-Term Strategic Framework (MTSF) indicator at the Mintech Working Group 3 (WG 3) meeting in April 2019. A joint funding proposal for the project which was submitted to the Department of Science and Innovation (DSI) for consideration, which was favourably received and has just received an initial funding allocation by DSI.

The intention of the project is to provide a national baseline of environmental attitudes, behaviour and literacy in South Africa, using the South African Social Attitude Survey (SASAS) as the preferred research infrastructure for administering this index. This baseline can then be used to monitor the impact of various formal, non-formal and semi-formal environmental education and other awareness raising initiatives on environmental literacy.

The specific aim of the project will be to:

- Provide high-quality information on environment attitudes which policymakers can use to promote pro-environmental behaviour.
- Assess the extent, and determinants, of environmental scepticism which undermines popular support for environmental protection; and
- Examine the socio-political values and other individual-level factors in relation to attitudes to the environment, with the aim of trying to identify policy approaches that could help increase environmental awareness.

The CEAI forms part of a larger body of work around environmental attitudes and perceptions undertaken by the SASAS team. This includes international work undertaken as part of the International Social Surveys Programme (ISSP) on environmental attitudes and national projects on views on climate change, biotechnology, and nuclear energy that has been included in various rounds of the survey.



PROF HOPE MAGIDIMISHA- CHIPUNGU - AN INCREDIBLE ALUMNUS OF OUR PROGRAMME DCES

Our Hope has been announced as one of the new National Planning Commissioners. Over the next five years, she and the other commissioners will be tasked with being advisors to the government and providing recommendations in the interest of the country's long-term development.

The professor progressed spectacularly from humble beginnings as a PhD intern at the DCES unit, Human Sciences Research Council (HSRC) to emerge as an exceptional woman.

She made history as the first South African-born black woman to:

- (1) graduate from UKZN with a PhD in Town and Regional Planning; and
- (2) be appointed Associate Professor in Town and Regional Planning at UKZN, having also achieved a master's degree in the same field, as well as degree in Geography and the Environment – both from UKZN.

Prof Hangwelani Hope Magidimisha-Chipungu is an NRF-rated researcher and one of the youngest and the first DST/NRF/SACN South African Research Chairs Initiative (SARChI) Chair in Inclusive Cities, and the academic leader for town planning and housing disciplines in the School of the Built Environment and Development Studies at the University of KwaZulu-Natal.

The HSRC served as an initial platform that produced a giant. Hope embodies unrivalled excellence. We are very proud of her achievements.

WELCOME ABOARD

DCES IS PROUD TO
ANNOUNCE AND
WELCOME OUR PHD
INTERNS TANJA AND
NKOSINGIPHILE



Tanja Gordon is a second year cotutelle PhD candidate with the universities of Cape Town and Bristol. Her thesis is in the field of health economics and is entitled "Affordability: the missing criterion in health systems decision making". She holds a master's in economics from the University of KwaZulu-Natal. Born in Durban, Tanja is warm, approachable and enjoys the simplicities of life.



Nkosingiphile Mkhize holds a master's degree in political science (research component and defence awarded a distinction) from the Masarykova Univerzita, Czech Republic; and a master's degree in public governance (cum laude) from the University of Johannesburg. He is currently a Ph.D. Candidate with the University of Johannesburg School of Public Management, Governance and Public Policy.

Originally from Durban, Nkosingiphile hopes to move back there after almost two decades in the fast-paced town of Johannesburg.

CONGRATULATIONS
AND WELCOME TO THE
DCES TEAM TO OUR
DSI-HSRC INTERNS



Born and bred in Pretoria, **Dimpho Makitla** is a BA (Humanities) graduate from the University of Pretoria. She majored in anthropology and history. As a history fanatic, she loves knowing why things are the way they are. She is a factual-data enthusiast and thus avoids online debates because everyone is Einstein nowadays but hardly anyone wants to fact-check their opinions.

She aspires to be a force within the human sciences – hopefully in the fields of anthropology, gender studies, international relations and/or history. An avid recycler, Dimpho owns a waste management solutions company called Klean InnerG. She started the company because of her OCD when it comes to clean spaces.





Noncedo Maphosho is a 26-year-old graduate from Johannesburg. Her interests and passions lie in the social sciences, education and helping people. She holds a master's degree in sociology from the University of Johannesburg (UJ).

She has previously worked in the sociology departments of UJ and the University of South Africa (UNISA). She served as a public

relations officer at the Post Graduate Association of UJ and enjoyed representing her fellow postgraduates in China.

Noncedo's aspirations include publishing meaningful research that will impact lives in a positive way. She would also like to obtain a PhD in sociology and continue being part of impactful organisations such as the HSRC.



Sthando Nkosi is a Masters Research Trainee. She is currently pursuing a master's degree in public management and governance at the University of Johannesburg (UJ). She holds an honours degree in public management and governance (cum laude) from UJ. She is passionate about politics with a focus on governance, migration studies, regional integration, social cohesion and conflict resolution.

Previously, Sthando served as research intern at Black Umbrellas, a non-profit company that supports black-owned businesses through active supplier and enterprise development programmes. She's hardworking and has a strong appetite to learn and grow in the research space. She has also worked as a research assistant, library assistant, and MAPS mentor at UJ.



Nonjabulo Nkambule is from Ekulindeni in Mpumalanga. She holds a master's degree in sustainable urban planning and development from the University of Johannesburg. She plans to pursue her PhD and become a full-time researcher, specialising in sustainable development and housing, and to play a role in ensuring that South Africa achieves SDG 11: Sustainable cities and communities. Nonjabulo enjoys reading novels and listening to music.



Born and bred in Zebediela, Limpopo, **Clement Nchabeleng** is a vibrant, dedicated, and enthusiastic individual committed to continuous learning. He holds an MA (Public Policy and Management) from Corvinus University of Budapest. Clement regards himself as a social entrepreneur

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PLEASE JOIN US IN EXTENDING A HEARTFELT WELCOME TO NICOLA AND CATHERINE WHO JOINED THE DCES TEAM IN NOVEMBER 2021.



Catherine Maldi is the Business Development Technical Officer in DCES. She joined HSRC in 2019 as Executive Assistant to Deputy CEO Research and recently joined DCES in November 2021. Maldi's background includes stakeholder engagement, partnerships, project management, and editing and administration. She has just completed an honours degree in public administration from MANCOSA.

Welcome BACK Nicola



Nicola Kruyshaar holds a Secretarial Diploma from Computer Training Unlimited. She first joined the HSRC in 2008 as an executive personal assistant to Dr Anil Kanjee at the Centre for Education Quality Improvement, and later moved to the Democracy, Governance and Service Delivery department. She resigned from the HSRC in December 2016 to join the Independent Development Trust where she was the executive assistant to the CEO and managed the travel office. Kruyshaar recently joined the HSRC again for a short term contract assisting Prof Narnia Bohler-Muller as her personal assistant.

THE OPEN SOCIETY FOUNDATION SOUTH AFRICA (OSF-SA) MUNICIPAL CAPACITY AND SKILLS ASSESSMENT STUDY

Yul Derek Davids and OSF-SA project team

INTRODUCTION AND BACKGROUND

Municipalities still need to undergo major transformation before they can be sustainable and functional. The municipal transformation process itself has been beset by capacity constraints and performance failures. Many questions have been raised about the viability of such a large number of municipalities, the changing powers and functions of various municipalities, political leadership problems, the scarcity of skills, the lack of clarity on roles and responsibilities, and the large number of service delivery protests.

AIM OF THE STUDY

It is within this context that the skills and capacity assessment study was implemented to understand the capacity realities and support requirements of municipal officials, and to inform training and capacity-building interventions that will ultimately lead to improvements in the performance of municipalities.



RESEARCH METHODOLOGY

The Open Society Foundation South Africa (OSF-SA) Municipal Capacity and Skills Assessment Study employed a mixed-method approach that included both qualitative and quantitative research methods, as well as a secondary desktop analysis component. The qualitative methods consisted of focus group discussions and in-depth key informant interviews. The study was implemented in eight municipalities across four provinces, namely, Mangaung Metropolitan Municipality and Fezile Dabi District in the Free State; Nelson Mandela Bay Metro and Makana District Municipality in the Eastern Cape; Elias Motsoaledi Local Municipality and Ba-Phalaborwa Local Municipality in Limpopo; and Bojanala Platinum District Municipality and Ngaka Modiri Molema District Municipality in the North West. We also interviewed municipal managers from selected municipalities in the Western Cape, Gauteng and KwaZulu-Natal.

KEY FINDINGS

- Municipal officials felt that there is an **unsupportive institutional environment** coupled with a bureaucratic and rigid institutional structure, which inhibits the adequate absorption and application of new skills, policies, regulations and practices.
- Other municipal officials indicated that municipalities are an **over-regulated environment**, which places pressure on officials to fulfil the many requirements to work with other departments. Civil society study participants working in the municipalities hold that the many regulations and a compliance-driven approach complicates internal procedures that make attracting and retaining skilled officials very difficult in this context.
- The internal municipal environment is primarily one of **destructive power struggles between the political and the administrative branches** of local authorities, and this organisational culture negatively affects the morale and agency of officials.
- Senior municipal officials also identified a “deep” or entrenched organisation-wide lack of trust – between (especially senior) municipal councillors from various political parties, between officials and oversight committees, and councillors distrusting senior officials’ intentions.
- There is a **lack of a culture of excellence** to support high quality service delivery, oversight, coordination, and coherent planning between municipal departments. Instead, “chaos, disarray, mistrust, poor oversight [and] lack of accountability” characterise organisational culture in municipalities.
- The severe dysfunctionality in municipalities is also partly due to poor oversight especially by national or provincial line function departments. Municipal oversight also requires municipalities to ensure that communities have access to information that goes beyond placing certain information online. Municipalities must create conditions for the poor to more easily access information and to consult communities about their lived experiences.
- There is a large **mismatch between skills development plans, training efforts and the actual capacity** of municipal officials to implement the acquired skills.
- The interviews revealed that in both the political the administrative branches at senior management level, public representatives and officials have relatively weak capacity to engage in collaborations, partnership building, coalition politics and to engage with the private sector, community groups, etc.
- One municipal official said that “**internal collaboration is actually punished** by the system, with stories of departments punished for transferring resources to other departments”.

HSRC WEBINAR INVITATION

MUNICIPAL OFFICIALS SKILLS AND CAPACITY Constraints and Opportunities

You are invited to attend a public webinar presenting the findings of the Public Officials Skills and Capacity Study conducted between 2019 and 2021. The central aim of the study was to assess officials' skills and capacity issues in eight municipalities across four provinces to understand their capacity constraints and support requirements. A mixed-method research approach was employed to gather the data. The webinar is intended as a platform for discussion to provide further reflections and recommendations for both policy and practice.

The study was supported by the Open Society Foundation (OSF) and conducted by the Development, Capable and Ethical State (DCES) of the HSRC. Feel free to share. Everyone is invited to join this relevant discussion.

**18 NOVEMBER 2021
TIME 10:00 - 12:00**

**TO JOIN THE WEBINAR,
CLICK HERE**

FOR MORE INFORMATION CONTACT

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Please note that this seminar will be recorded and published on the HSRC podcast channel.

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Date and time:	10/14/2021 15:37:29
Name:	Third Eurasian Women's Forum
A place:	St. Petersburg, Tavrichesky Palace
Author:	Elena Ignatieva
Event:	<u>Open Session</u> <u>"Women's Twenty (W20). Participation of women in the restoration of stability."</u>

THE DIVISIONAL EXECUTIVE AT THE THIRD EURASIAN WOMEN'S FORUM



Prof. Narnia Bohler-Muller was invited to participate at the third Eurasian Women's Forum, which will took place on 13–15 October 2021 in St. Petersburg. The event was organised by the Federation Council of the Federal Assembly of the Russian Federation and the Interparliamentary Assembly of Member Nations of the Commonwealth of Independent States.

The forum has been a regular fixture on the events calendar since 2015, and has evolved to become a major international platform bringing together participants from across the globe. Discussions focused on the role of women in today's world and the development of common approaches to tackling global issues.

As the world faces new challenges and threats, the forum focused on the global mission of women in efforts to build a stable and secure future. Among those who attended were female parliamentarians; representatives of government bodies, international organisations, non-profit organisations; members of the business and scientific communities; heads of charitable initiatives; and authoritative leaders from the international women's movement.





WE HAD **MADHATTER** 5 FUN AT OUR STRATEGIC PLANNING

Hats are a great way to add a little something extra to your wardrobe. And there's a look for everyone with so many different hat styles to choose from out there. Whether you are wearing one to spruce up your outfit, or you've donned a hat for a purely functional reason, the look you've created can say a lot about your personality.

Fun was had by all and the hats we chose to wear revealed a lot about us. Colleagues got to know each other very well based on the type of hats they chose and the reason for choosing a certain type of hat.





Thanks for reading!

I hope what you read is interesting and informative. This newsletter can only tell so much, so if you would like to partner with us, comment or ask for more information, please feel free to contact me: isekaledi@hsrc.ac.za

*Or just complain about the weather. That's cool, too.
Until next quarter, many thanks! Ithuteng*

www.hsrc.ac.za

please see previous edition:
<http://www.hsrc.ac.za/en/departments/dces/dces-newsletters>

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 : DCES_HSRC

 : https://www.youtube.com/channel/UCwic9TgXjAZNtu-y_Kt00Gg



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